

3 December 1975

DA QA/QC:
01/08/01. SY

MEMORANDUM FOR: Director of Medical Services

SUBJECT : Results of ISG Survey

1. Results are now in on the employee attitude survey conducted in the Information Services Group, DDO, in the Fall, 1975, approximately a year and a half after the initial survey in that office. Following that first survey, an extensive effort was launched by the top management of ISG to effect changes in the problem areas identified by the survey. The present survey represented a specific effort to gauge the impact of those changes.


2. Findings reveal significant attitude shifts in the direction of improvement, especially in the area of communications. Employees now get more information from staff meetings than from word-of-mouth (a reversal of the earlier finding); they indicate a much better understanding of the promotion process, have a significantly better view of their opportunities for advancement, and feel that they have a better sense of how their job relates to the mission of the Agency. Significant problem areas remain, and satisfaction in some areas remained unchanged or declined. However, overall, an impressive 78% agreed with the statement that "the changes in ISG which resulted from the previous attitude survey have made me feel better about working in ISG".

3. Some interesting data emerged on the question of impact of the investigations on morale. A significant minority (13%) registered agreement with the statement that "Revelations regarding activities of the CIA have had a serious negative impact on my feelings regarding employment here". However, the percentage stating that they are proud to acknowledge employment with the CIA remained unchanged at 81%. Moreover, more agreed than disagreed with the statement that "morale is better in my component than it was a year ago"--a reversal of the response

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to this item last year. This latter finding lends support to the notion that morale is determined much more by internal Agency conditions than by external events.

4. In general, the findings demonstrate convincingly the effectiveness of the survey technique as a tool to effect positive organizational change, given the commitment of management to use it for this purpose. Close support from PSS in planning and implementing the change strategy following the initial survey was also a significant factor in the outcome. STATINTL



Chief, Psychological Services Staff
Office of Medical Services

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Approved For Release 2001/03/02 : CIA-RDP78-04163R000100140001-5

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

C/PSS/OMS
706 C of C Bldg.

EXTENSION

3250

NO.

DATE

3 December 1975

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DDMS

4 DEC 1975

SA

For information report

2.

3.

DMS

4 DEC 1975

Dec CMB

8 DEC 1975

NOTE: At D/MS request, copy sent to DD/A and A-DD/A this date.

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